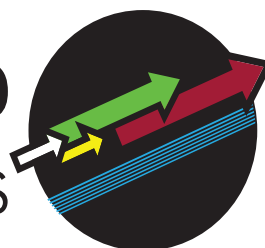


LEADERSHIP

THROUGH SPORT & BUSINESS



IMPACT REPORT 2012 - 2017





"We are here to give social capital to talented young people from disadvantaged backgrounds"

An Introduction from David Pinchin

As Leadership Through Sport & Business begins work with our fifth intake, we have paused to measure the difference we've made so far in our first impact report.

I'm very proud of what we have accomplished. This is our opportunity to communicate our successes and the stories of the young people whose lives have been transformed by LTSB – but also to ask for your help to continue to offer support to bright, disadvantaged talent who would otherwise not reach their potential.

We address all forms of disadvantage: **personal**, in terms of adverse life-events; **socio-economic**, in terms of class boundaries or lack of social capital; and **practical**, in terms of the lack of preparation young people have had for the working world. But while our young men and women of all cultures are grateful for the opportunity and support we provide, they could not have become successful without their own efforts and strength of character.

We are here to give social capital to talented young people from disadvantaged backgrounds who really need it, and to make sure that their ability and ambition is given the platform it deserves.

At the end of this report you'll find **How You Can Help**. Please get in touch if you can employ an apprentice or contribute funding to this vital effort, or even if you can just host a training event. Together with our excellent delivery partners and your support, we will provide our young apprentices with the skills and social capital to become the leaders of the future.

David Pinchin - Founder & Chairman

LTSB is privileged to have the support and guidance of our outstanding Patrons and Trustees:

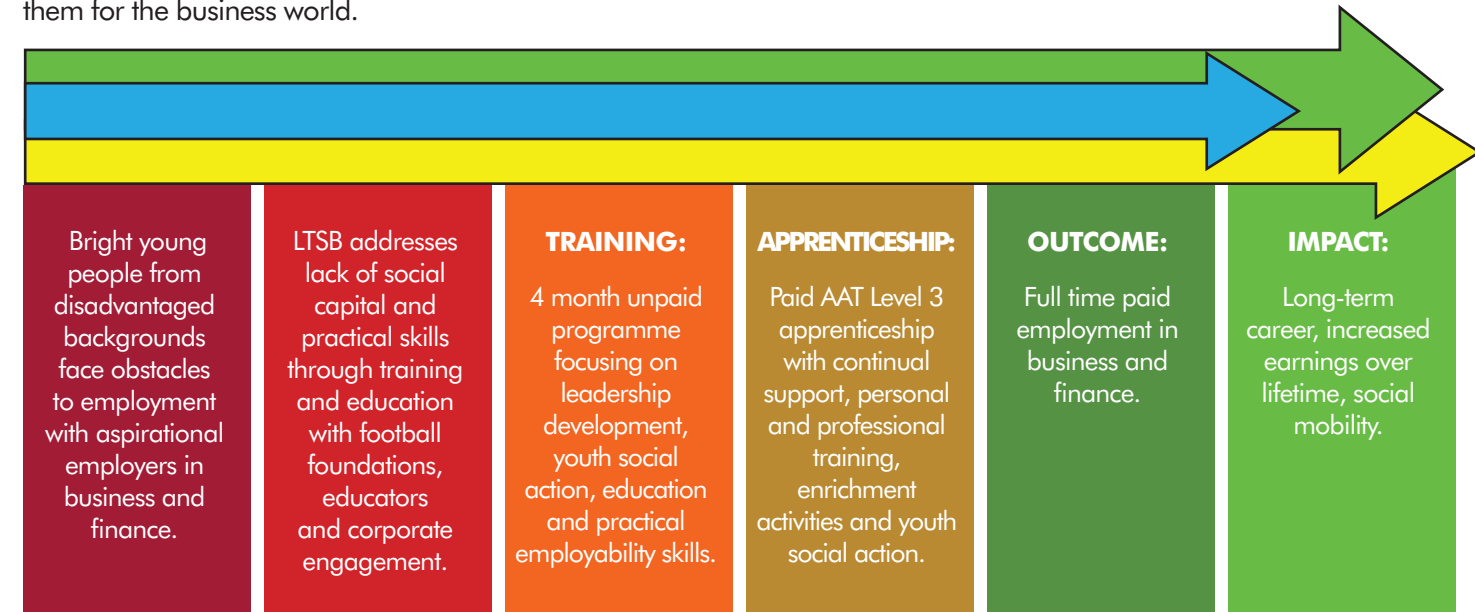
Patrons: Lord Davies of Abersoch CBE, Lord Justice Pitchford and Virginia Wade OBE

Trustees: Caroline Adair, Lorraine Barclay, Mark Braithwaite, Sarah Ebanja, Darren Gurner, Stewart Humphrey, His Honour Judge Peter Lodder QC, David Pinchin (Chair) and Darren Rockman

Leadership Through Sport & Business

We are a national social mobility charity working with bright, ambitious young people who face disadvantage preparing and providing them with access to careers in business and finance.

Through intensive training and partnerships with blue-chip companies and elite football foundations, our life-changing accountancy apprenticeship programme develops young people personally and professionally, and better prepares them for the business world.



The Numbers

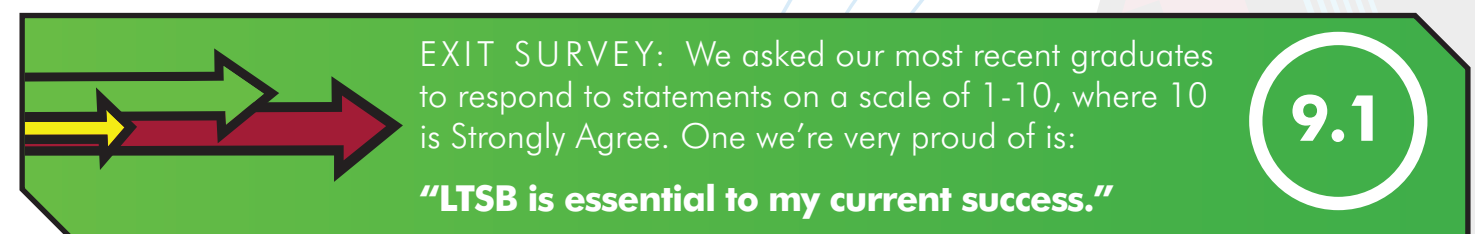
We have supported **232** young people over the first five intakes (2012-2016).

Our apprentices have been placed with **47** different firms, including BKL, Carpetright, Deloitte, EY, Grant Thornton, ICAP, Johnson Matthey, Macquarie and RSM.

83% of apprentices from the first three Intakes (2012-14) completed the 16-month programme and graduated with leadership skills, AAT Level 2 & 3 qualifications, FA Level 1 coaching qualification and significant professional experience.

87% of those who completed the programme were in full-time paid employment within six months of graduation (or enrolled at university instead).

In September 2016 we recruited our fifth intake of **88** young people, and have expanded to Manchester with new partners Kaplan and Manchester City's football foundation, City in the Community.



TRAINING AND EVENTS

LTSB's training and guest speaker events are an important part of our work, both during the pre-apprenticeship training and throughout the placement.

As well as in-house employability sessions on presentations, interview techniques and email etiquette, we also have incredible engagement from corporate volunteers and public figures. Just some of the experiences we have arranged for our apprentices include:



Business Games
run by ICAEW and
Negotiation Games run
by Sackers LLP (left)



**Training and
Insight Days**
with major firms such as
CME, Deloitte, and
Goldman Sachs (left)



Mock Trials
at Southwark Crown Court
with Judges Peter Lodder (left)
and Alistair McCreath



**Exclusive Guest
Speakers**
Lords Davies of Abersoch &
O'Neill of Gatley, Sir William
Atkinson, David Lammy MP,
Janie Frampton & former
England Women's Rugby Captain
Abi Chamberlain to name a few!



Hays provides valuable support including employability sessions, hosting employer events, participating and presenting at our annual Women in Finance conference and providing regular meeting space in their offices.

Hays employees continuously champion our work. They have introduced LTSB to many employers and provide a recruitment service for our Alumni helping them progress to higher apprenticeships after they complete our programme.

If your organisation can offer facilities or expertise we'd love to hear from you – see [How You Can Help on p.11](#)

"ThinkForward partners with LTSB because of the aspirational, high-quality and supportive start they give young people in the workplace."

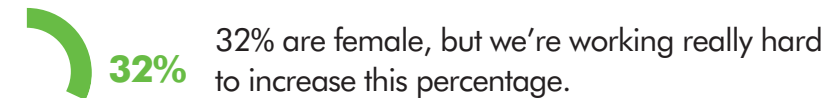
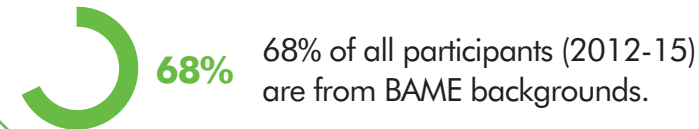
Susannah Behr,
**Ready for Work Partnerships
Manager, ThinkForward**

EXIT SURVEY

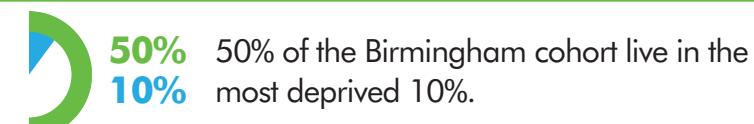
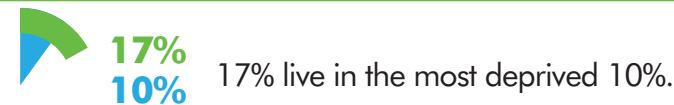
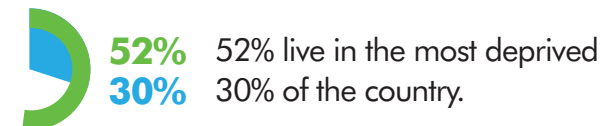
"The LTSB training and networking events are valuable and informative."

8.9

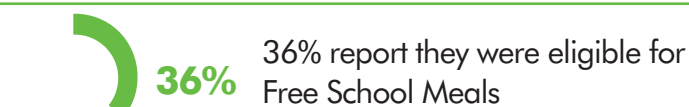
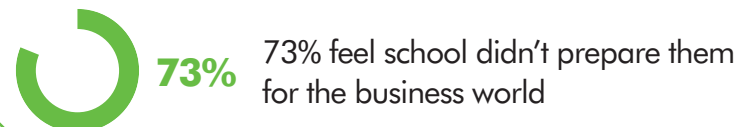
Our Young People



Of our 2014 and 2015 intakes (109 participants):



Of our 2015 intake (73 participants):



LTSB use the Rare Contextual Recruitment System to measure academic outperformance and help find candidates with the greatest potential.

CASE STUDY



Adom Akuamoah
2014 Intake,
Phoenix Equity Partners

Background:

Emigrated from Ghana at 16, ineligible for university funding. LTSB Apprentice of the Year 2015. Retained by Phoenix and now studying for AAT Level 4

What he says:

"The guest speakers were inspirational, particularly Sir William Atkinson and David Lammy, MP. Hearing their stories made what we were trying to do feel more possible."

"I loved coaching with West Ham United Foundation. Working with children is really hard, but it means you need to have attention to detail, people skills and confidence – which I was able to put into my work too."

What his employer says:

"I have no doubt that had we not been approached by LTSB, a candidate of Adom's experience and qualifications would not have been considered for a role at Phoenix. But I'm glad we were and I'm glad we have Adom on our team."

David Sims,
**Phoenix Equity Partners,
Financial Controller**

CASE STUDY



Atera Rahman
2012 Intake, ICAP plc

Background:

Cultural barriers to employment. Retained by ICAP, completed AAT Level 4 and studying ACCA. Now manages other young people.

What she says:

"The guest speakers were one of my favourite elements of this course. We were introduced to people from various walks of life – people who we would never have had the pleasure to meet if it was not for LTSB. We were able to take a little from each inspiration speaker and apply it to our own lives."

What her employer says:

"Atera grabbed the opportunity LTSB gave her with both hands and has given everything to make both her team and herself successful. She is one of our star performers. I am really proud of what she has achieved and the way in which she conducts herself. She is an inspirational and validates the quality that can be found through the charity."

Lorraine Barclay,
Head of Global Business Services, ICAP plc

WOMEN IN FINANCE

We are delighted to add this event to our programme, supported by Macquarie Group and Kaplan.

This was an opportunity for LTSB's young women to hear from inspirational senior women in finance about the difficulties they have faced, the lessons they have learned, and the things they wish they had been told at the beginning of their careers.

Denise Wilson OBE, CEO of the Davies Review for Women on Boards, chaired the event together with our distinguished panel:

- Kathy Walton, MD Kaplan Financial
- Jane Magill, MD and Chair of Balance for Macquarie Group
- Meera Judge, Manager Risk Management Policy, Governance and Regulation CME group
- Emily Cox, Virgin Money Director Public Affairs and co-author of the HM Treasury Report 'Empowering Productivity: Harnessing the Talents of Women in Financial Services'

Clare Hawkins, ANZ Regional Head of Human Resources Europe, led a practical networking session and senior women from EY, Grant Thornton, ICAP, Kaplan, Kingston Smith, KPMG, Macquarie Group, RBS, RSM and Santander mentored the LTSB young women throughout a stimulating afternoon.



"It was really inspirational as I understood some of the problems I face are faced by other women as well. But seeing how great women are working to solve them gives me hope and confidence to go out and do it."

Rahina Mumuni, (right)
Apprentice at ICAP

"Truly inspiring - both in terms of the young women I met and the other business leaders I came into contact with."

Kathy Walton, Managing Director, Kaplan

What have you learned?

"Your network is your net worth. Build relationships that may benefit you in the future."

Salmeh Shangama, Apprentice at Dealogic

"Social media is important. Maintain relationships with people you've met through networking. You don't have to talk about work, just general conversation!"

Rebecca Murdoch, Apprentice at RSM



"A brilliant event to be part of. The young women were fantastic and it gives me hope for the next generation."

Emily Cox,
Director of Public Affairs, Virgin Money

CASE STUDY



Charlee Vaz
2014 Intake, ICAP plc

Background:

Disruptive family life on a deprived estate. Retained by ICAP and now studying for AAT Level 4.

What she says:

"Where I grew up, everyone is either doing nothing and living on benefits, or joins a gang. I was stuck in that until I made the decision to change my life, and thanks to LTSB I was able to pass my exams and keep the job I love at ICAP."

"Someone who made a huge difference was my mentor, [LTSB Trustee] Stewart Humphrey. He was so nice and generous with his time and easy to talk to – it was great to be able to go to him when I needed help or advice about work."

What her mentor says:

"Charlee was a challenge but after a few meetings she changed out of all recognition. She should be so proud of herself - she deserves praise for her personal achievements and would be a credit to any employer!"

Stewart Humphrey,
LTSB Trustee

DELIVERY PARTNERS

CASE STUDY

Alisa

2014 Intake

Background:

Victim of sustained domestic abuse. Denied schooling and a court-mandated access to education was imposed after social services became involved.

What she says:

"I am so thankful to both LTSB and the West Ham United Foundation! This programme has changed my life and I had never imagined I'd be in a position where I am working and studying at the same time. They have continually supported me through the ups and downs and motivated me to strive for my dreams. LTSB has laid the perfect platform for my career going forward and has made me a role model in my community."

What LTSB says:

"Alisa was in a very challenging situation when she joined the programme, but our delivery partners West Ham United Foundation and Newham College were instrumental in helping us establish sufficient independence for her to fully participate in the programme. Alisa is resilient and determined, and we are all very proud of her achievements. She has become a positive role model for her female siblings, her Mother, her friends and her community."

Caroline Adair,
Chief Executive, LTSB

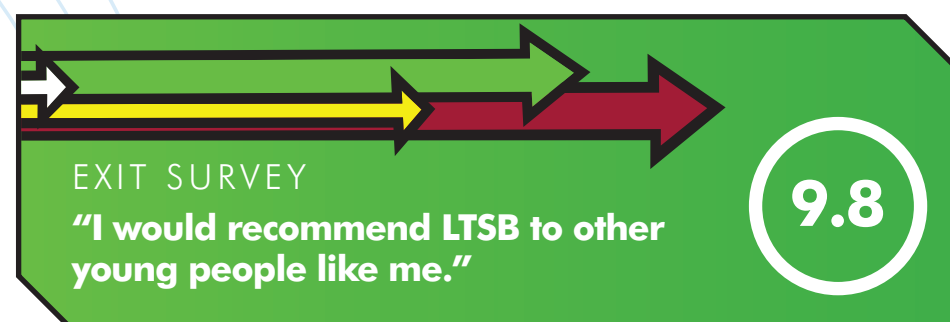
Education Partners

Our education partners do more than just educate! The training provider and colleges we work with represent a significant contribution to the management and pastoral care of our apprentices.

However, it is in their continual academic support that they excel. Expert tutors are a key resource as the apprentices navigate their AAT Level 2 and 3 examinations. The tutors and management teams are committed and passionate about the programme and do everything in their power to ensure successful outcomes for all.



Westminster Kingsway
central London's College



Football Foundations

Our foundations are committed to using football as a force for good. Their extensive community delivery ranges from Kicks sessions on inner-city estates to healthy eating initiatives and literacy programmes – and we're proud that they provide vital support for the work that we do!

Our foundations deliver coaching qualifications, first aid courses and safeguarding training / accreditation. But most importantly, they provide Youth Social Action volunteering opportunities for our apprentices, which develops transferable skills and creates employees who can contribute and stand out – increasing the chance of career success.



FOUNDATION



FOUNDATION



ASTON VILLA
FOUNDATION



CASE STUDY



Billy Downey

2015 Intake, ICAP plc

Background:

Referred from intervention charity ThinkForward. Became homeless during the programme and was found sheltered accommodation through Newham College.

What he says:

"There have been some difficult times while I've been on the programme, but LTSB, WHUF and Newham College have been there for me. I'm proud of what I achieved, and I'm proud that my friends and family want to join LTSB because of my example."

What her referrer says:

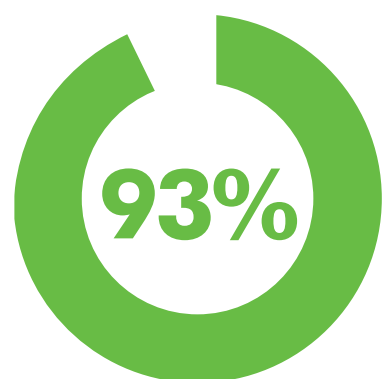
"ThinkForward helps young people get work-ready, but getting the job is just the start of a long journey. Billy has shown great resilience and worked incredibly hard this year to get to where he is now. That combined with the support of LTSB has meant he has a really bright career ahead of him. We look forward to referring many more young people like Billy to the programme in the future."

Susannah Behr,
ThinkForward

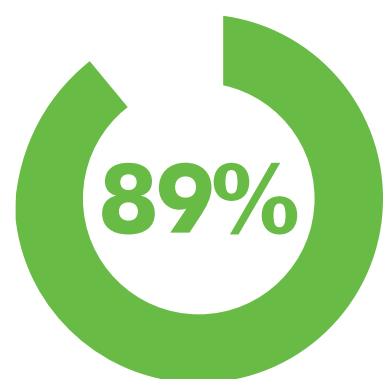
EMPLOYER SURVEY

We don't just help young people be more employable, we help them into **employment**. The corporate supporters that take on our apprentices are a central part of our work, and satisfaction with their new employees is a fundamental part of how we measure success. Here are some of the very gratifying responses from our first employer survey.*

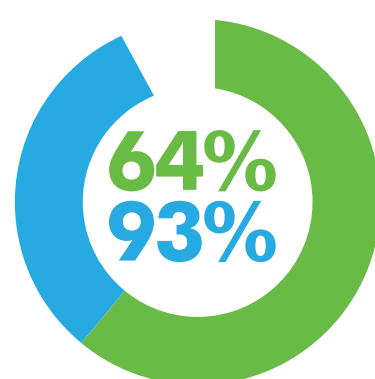
Employers are satisfied.



93% of responding employers intend to participate in the programme again. 7% don't intend to - but only because they've retained their apprentice, and no further positions are available!

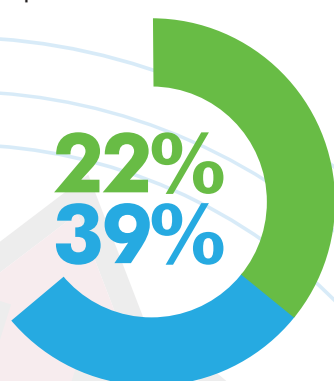


89% of employers believe that their apprentice has positively contributed to the working environment

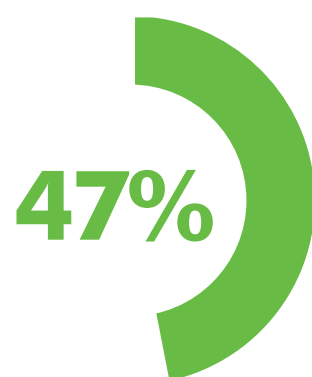


Existing staff are improved by the experience of working with our apprentices:

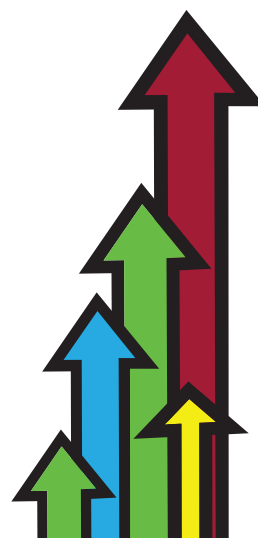
- 64% report Professional development (e.g. Managing / Mentoring skills)
- 93% report Job Satisfaction (e.g. from seeing young person develop)



Employers report our apprentices are at least as capable or positive as candidates from other sources, 22% report they were more capable and 39% believed they were more positive.



47% of respondents give positively impacting the life of a young person as the most important factor in their decision to hire LTSB apprentice, but over a fifth say it's a business decision - it's about the contribution to the bottom line.



*Sample Size: 34% of our employers responded, representing 64% of all apprenticeship placements.

What would you tell prospective employers?

"You cannot fail to be impressed by the desire of these young people to succeed."

Robert Fisher,
Director, Crowe Clark Whitehill

"The quality of candidates is excellent and the process makes it very straightforward to hire apprentices successfully, saving a lot of time."

Susana Lee-Lerwill,
Recruitment Manager, BKL

"Think about return on investment and creating a pipeline of talent. The biggest benefit is that someone has done all the hard work for you in finding, training and preparing the young person for work."

Lyn Rutherford,
HR Director, Carpetright

"Take a chance - they are good, reliable and eager to learn."

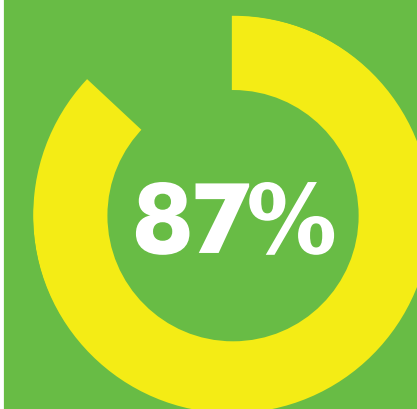
Steve Umpelby,
CFO, Tradition UK

We're Growing!

20 new employers have joined the LTSB family in 2016, or 43% of our total. But we're always looking for more!

See How You Can Help on p.11

LTSB increases access – and leaves a legacy



87% of responding employers had not taken on a school leaver or apprentice for junior accounting roles before working with LTSB – and it's changed the way they think about recruitment.

"Our involvement with LTSB has actively encouraged the wider corporate to consider alternatives to recruiting graduates."

Gil Oglesby,
Global Head of Finance Operations, ICAP Plc

EXIT SURVEY

"Without LTSB, I wouldn't be working for such a high-profile employer."

8.4

HOW YOU CAN HELP

Transform a Life - Employ an Apprentice

It's an incredible feeling when you make a difference to a young person's future, and all our employers are proud to have transformed a life through LTSB. But there is a clear business case for hiring our apprentices too: they make a valuable contribution to the workplace, and to the bottom line.

To recap just a few of the findings of our impact report:

LTSB apprentices are at least as capable or positive as candidates from other sources. **22%** of employers report they were more capable and **39%** believed they were more positive.

Although **87%** of employers had not hired School Leavers or Apprentices before signing up with LTSB, **93%** of them intend to participate again (with the remaining **7%** only holding-off because they've decided to keep their LTSB apprentice!)

And, as one employer put it: "Think about return on investment and creating a pipeline of talent. The biggest benefit is that someone has done all the hard work for you in finding, training and preparing the young person for work." We couldn't have put it better!

It costs **£4000** to put a young person through our 22 month programme of training and support, but we haven't asked for money upfront. Instead you have 18 months to decide whether you want to keep your hard-working, positive new employee - and if you do there will be a charge of **£2000** or **10%** of new salary, whichever is greatest. (Less than recruitment consultants!) This will allow us to continue our important work with the disadvantaged young people whose talent and ambition deserve it most.

So if you're looking for Accountancy Apprentices at Level 3, or could hire our graduates at Level 4, we'd love to meet to discuss our candidates in London, Birmingham and Manchester. Just get in touch with any of the staff listed Below.

We're growing – join the LTSB family!

Debs Barlow, Employment Director

07921 335 341

debs.barlow@leadershipthroughsport.org

Pete Ward, Operations Director

07850 166 465

pete.ward@leadershipthroughsport.org

Caroline Adair, Chief Executive

07976 396 072

caroline.adair@leadershipthroughsport.org

David Pinchin, Chairman

david.pinchin@leadershipthroughsport.org

Financial Support

We need consistent funding in order to be able to expand our work. The difference we make is profound, but it comes at a cost: £80,000 on average per cohort. As we target Liverpool, Newcastle and Glasgow (among others) in the next few years, substantial financial support through corporates or charitable foundations is essential.

We represent for many of our apprentices their best hope at ensuring a past that was beyond their control doesn't affect a future that still has much to offer. If you or your organisation can help, please get in contact. You can

ensure that young people like our case studies Charlee, Billy, Atera, Adom and Alisa will continue to receive guidance and training, and become role models for the next generation.



As Principal Corporate Funder, Macquarie Group Foundation has been invaluable. Their financial support, extensive hosting, volunteering, and Associate Director Rachel Engel's guidance have been significant factors in our expansion and development as a charity.



Futures for Kids

Futures for Kids have been a source of continual financial support, and their faith in our work is an endorsement of which we're incredibly proud and very grateful.



Early funding from ICAP Charity Day was key to setting up and delivering our programmes in 2012-13. Additionally Lorraine Barclay and her Global Finance team have made an outstanding contribution to transforming the lives of our young people.

Host a Session, or Volunteer

If you can't hire an apprentice or make a financial contribution you can still be a part of LTSB. Corporate engagement is the cornerstone of our work and we always need more support from organisations and individuals.

The office environment can take some getting used to. Whether your company can provide an insight day with your finance team, or simply just an afternoon when the boardroom isn't being used, that access will help our apprentices both acclimatise and aspire.

You can make an individual difference too. If you can only spare an hour for essential practice interviews, or can commit to mentoring a young person for a year, we have opportunities to fit any schedule.

So however you can help, please get in touch!

We're delighted to leave the final word to some of our satisfied, proud employers!

"Go for it."

Peter Kilcast,
Head of Finance, BayernLB

"DO IT!"

Farrah Woolley,
Student Recruitment Advisor,
RSM

"A must do."

Gil Oglesby,
Global Head of Finance Operations,
ICAP Plc

"Try it."

Rachel Engel,
Associate Director,
Macquarie Group Foundation

"Try it!"

Gavin Frost,
Head of Commercial Finance,
Eversheds

**"Just do it,
you will not
regret it."**

Steve Darrington,
CFO, Phoenix Equity Partners

"Go for it!"

Nadine Swaffield,
HR Manager,
St Martin-in-the-Fields



Thanks

Our first Impact Report was created with the support and expertise of volunteers from Macquarie Group and Slaughter and May, through the Big Alliance's Community Resources initiative. We are very grateful to George Bullock, Sarahanne Jackson, Thomas Malaney, Patrick Morton and Antonia Venning, whose time, engagement and insight were invaluable. **Thank you all!**



MACQUARIE

SLAUGHTER AND MAY

Special thanks go to Lord O'Neill of Gatley and Michael Spencer

And finally, the LTSB programme is only possible with the passion and commitment of our employers, whose belief in increasing access and diversifying their workforces have transformed the lives of 144 young people so far. And there's many more to come!



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UK Registered Charity No. 1147616

